Environmental Challenges (Why? Who cares?)	Organizational Goals (Why MassBays?)	Programmatic Goals (What will MassBays do?)	Strategies (How will MassBays do it?) *MassBays will implement fiscal planning to:*	Outcomes (What will MassBays accomplish?)	Measures, target dates (How will we know what MassBays did?)	Environmental outcomes (What progress will we see re: the problem?)
Coastal habitat degradation and discontinuity, caused by: • Barriers to streamflow and tidal flushing • Contaminated stormwater and wastewater discharges • Climate change impacts • Spread of invasive species	**MassBays will be a primary source for information about conditions and trends in Ipswich Bay, Massachusetts Bay, and Cape Cod Bay**	**MassBays provides new resources for research and management in the Bays.**	*Make new data available, especially to address specific gaps in knowledge*	Habitat conditions described via targeted Communications Strategy, including State of the Bays reporting	Address at least two data gaps via research, management, or monitoring (Y3, Y5) Make available new and/or updated data sets for three key resources (Y6)	Improved habitat conditions, including: • Increased connectivity, resulting in robust fish runs, resilient marshes, and healthy coastal ecosystems. • Improved water quality, resulting in expanded eelgrass beds, healthy shellfish, and safe public enjoyment of coastal resources. • Climate-resilient, nature-based coastal protection measures. • Invasive species management that sustains native habitat.
			Support valid (QA/QC) data collection and application		Document near-shore and estuarine monitoring in MassBays (Y1) Implement a MassBays-wide monitoring framework (Y3) Partner with others in the Northeast to convene a citizen monitoring summit (Y1)	
			Analyze and present existing data in multiple formats to document baselines and trends		Publish EDA 2.0 (Y1) Present State of the Bays analysis (Y4, Y7) Document sustained 30% increased traffic to www.massbays.org compared to 2014 (Y7) Establish a MassBays conditions and trends network (Y5)	
	MassBays will be an important influence on local decisionmaking that recognizes the roles, functions, and values of healthy habitats in the Bays	**MassBays reaches all planning-area municipalities with actionable information about coastal habitats.**	*Support and conduct research regarding ecosystem functions to inform state policy and local action*	A majority of MassBays municipalities implement habitat protection and restoration practices.	Secure and direct at least $100K in grant monies to Bays-focused research efforts. (Y2, Y4, Y6) Provide at least 100h in-kind support to research efforts through staff and RC collaboration with grantees and others conducting research in the Bays. (Y1-7)	
			Revise and disseminate existing and new education and outreach materials, providing context and integrating multiple sources as needed		Produce and disseminate one MassBays-wide education and outreach product, reaching at least two decisionmakers in at least 35 of the 50 MassBays communities (Y1-7) Update/revise/contextualize and disseminate five existing education and outreach products regarding estuaries (Y4, Y7) Establish estuary-focused Education & Outreach Network for above (Y4)	
Management Challenges • Fragmented decisionmaking • Practitioners in silos			*Provide education, training, and technical support; share case studies (successful and not); and support collaboration and cooperation on specific topics*		Assist partners with two funding proposals (e.g., Letter of Support, proposal review) in each region (Y1-7) Document four cases in which MassBays has influenced local decisionmaking (e.g., serving on an advisory group or other decisionmaking body, submitting comment letters) (Y1-7) Document local support of MassBays programming and initiatives from agency, nonprofit, individual, and research community in each region (Y1-7) Provide regular and comprehensive reporting to EPA and other funders (Y1-7)	**Management outcomes**
	MassBays will be a model program for management and planning that addresses diversity among estuaries	**MassBays provides regular and locally informed State of the Bays reporting that reflects the unique characteristics of MassBays assessment units (embayments, rocky shore, barrier beach), and documents progress toward target conditions.**	*Develop and implement methodology for comparison across embayments*	Measurable progress toward target conditions across the MassBays planning area.	Produce a means for cross-embayment comparisons (Y1) Develop a matrix of embayment types (Y1)	• Increased interagency (local, state, and federal) collaboration for decisionmaking regarding coastal ecosystems. • Increased collaboration across disciplines.
			Establish target (improved) conditions for each embayment type		Host a scientific meeting to review the literature review and matrix of embayment types (Y2)	
			Guide local action to increase habitat and improve water quality according to targets		Partners base funding and programmatic decisions on target-based needs (Y4-7) Document four cases in which MassBays has influenced local decisionmaking (e.g., serving on an advisory group or other decisionmaking body, submitting comment letters) (Y1-7) Document local support of MassBays programming and initiatives from agency, nonprofit, individual, and research community in each region (Y1-7) Progress toward target conditions (Y4-7)	

This outline for MassBays' CCMP embodies our mission, and provides a "how to" guide for achieving our vision:

MassBays Vision: We envision a network of healthy and resilient estuaries, sustainable ecosystems that support the life and communities dependent upon them.

MassBays Mission: The Massachusetts Bays National Estuary Program is dedicated to protecting, restoring, and enhancing the estuarine ecosystems of Massachusetts Bay and Cape Cod Bay. We facilitate partnerships to prompt local, state, and federal action and stewardship, by convening stakeholders on the local and regional level, providing scientific basis for management decisions, and working with decisionmakers to identify problems and solutions.